

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

RESOURCES IMPROVEMENT AND SCRUTINY COMMITTEE

15th September 2022

Report of the Learning and Development Strategy – Progress Update

1. Purpose

1.1 To update Scrutiny Committee on the progress of the deployment of the Learning and Development strategy since approval in April 2021, with focus on:

- The current learning and development offer
- The learning and development budget
- Our priorities for 2022/23

2. Information and Analysis

2.1 Background

Prior to 2020, learning and development (L&D) teams existed within both the Children's Services and Adult Social Care and Health departments, with a small, centralised team responsible for the core training offer, apprenticeships and leadership development. In April 2020 as part of the wider HR review, the L&D teams were centralised, and a Talent Development team and a Leadership Development team were created.

A review was undertaken of how the current L&D provision supports departments to deliver their services, with feedback from key stakeholders across every department, the L&D team and trade unions. Key themes included the need for more training linked to strategic needs, a blended approach to learning, evaluation to be more aligned to learning outcomes, leadership development for all managers, greater clarity on training budgets, learning pathways for key roles, renewed focus on inductions and a learning management system that is easy to navigate and records all learning.

As a result, the Learning and Development strategy was developed and this was approved by Corporate Management Team in April 2021, which sets out to engage, nurture and develop our current people and future potential (see appendix 1).

Aligned to the Council's People Strategy, the L&D team will enable professional development, clear career pathways, a performance culture and succession planning to support the potential, performance, and diversity of our workforce. To achieve high performance, we will deliver across three different levels – develop the individual, develop the organisation, and develop the talent pipeline. The values and behaviours will be central to all development.

The aim of the L&D Strategy is to develop a learning culture, where development is owned by the employee, supported by the manager, and enabled by the L&D team.

The new learning and development operating model proposal was also approved in April 2021 and this was deployed in September 2021, following an extensive restructure. The new operating model introduced:

- L&D Business Partner roles to operate at a strategic level to deploy the customer facing L&D provision, supporting departments to ensure employees have the skills and knowledge to deliver the current and future priorities
- Separate design and delivery functions, creating specialist roles for L&D designers and facilitators to create more efficient ways of working, allowing specialist knowledge and skills to be developed and maintained effectively.
- Expansion of our digital capability to ensure the future development of the learning management system, a digital learning designer role introduced to increase our digital learning capability and the administration of the learning management system was centralised to ensure accurate recording of learning
- Increased Social Worker development resource and a centralised vocational qualification assessment centre
- A centralised Leadership Development and Performance Management team
- A centralised Talent Development team with leads aligned to departments
- A dedicated Employee Engagement Manager role created to develop the new employee engagement cycle

2.2 Current Learning Offer

2.2.1 Develop the individual

The focus of the Design and Delivery team is to support all aspects of learning, including on-the-job, learning from others and formal learning to ensure learning is meaningful and results in practice improvement, effectiveness in role and high performance.

Learning priorities are identified through the four Departmental People Plans and Workforce Plans. L&D deliverable plans have been developed and implemented to support progress and outcomes in these areas. Many initiatives identified were either not in place previously or required significant review.

A quarterly needs review takes place with senior leaders across the Council where the current learning offer is reviewed, and emerging needs understood and added to the L&D plan.

We have a hybrid operating model consisting of both in-house provision and commissioned services where appropriate.

2.2.2 In-House Provision

As part of our in-house provision, we design and deliver blended learning through a combination of virtual (via MS Teams) or face to face training, e-learning and videos. We offer a wide range of learning activities from mandatory training for which we monitor compliance (e.g. Information Governance), job specific training (e.g. Care Certificate for direct care employees) and a variety of optional development courses (e.g. interview skills).

Our current learning offer can be accessed through Derbyshire Learning Online. A summary of our offer is as follows:

| Portfolio | Learning Activities Available |
|---------------------------|-------------------------------|
| Core Skills | 165 |
| Health and Safety | 92 |
| Social Care | 168 |
| Vocational Qualifications | 6 |
| Total | 431 |

- Within the core skills portfolio, which is available to colleagues across the Council, the learning activities on offer include Induction pathways, Interview Skills, Assertive Communication, Equality and Diversity and Change Management. There are currently 165 learning activities on offer within this portfolio.
- There are 92 learning activities that make up the Health and Safety portfolio including Display Screen Equipment, First Aid at Work and Moving and Handling – Single Handed Care Equipment.
- The Social Care portfolio, for both Children’s Services and Adult Social Care and Health, currently has 168 learning activities including a variety of safeguarding courses, Court Skills for Social Workers, Social Pedagogy, Care Certificate and ASYE – Graded Care Profile.
- For Adult Social Care and Health and Children’s Residential Services, we offer 6 vocational qualifications ranging from Level 2 Diploma in Care to Level 5 Diploma in Leadership and Management.

In addition to the offer outlined above, there are currently 70 new learning activities being developed, including ‘Introduction to Visual Impairment’, ‘How to Facilitate Continued Professional Development’ and ‘Effective Communication in the Workplace’.

2.2.3 Commissioned Provision

Each department currently holds their own L&D budget to commission learning activities and the combined budget identified for 2022/23 is c.£900k. Work is underway to understand and monitor spend of this budget. The aim is to centralise L&D spend into one budget held within the L&D team to ensure greater transparency on the available budget with spend, then allocate and monitor according to priority learning needs across the Council.

Linked to this is the need for a robust centralised learning request and validation process to understand priority needs. In the meantime, learning needs will be captured in quarterly reviews with senior management teams. A process will also be developed to capture ad hoc individual learning requests.

2.2.4 Develop the organisation

The focus of the Leadership Development and Performance Management team and our Engagement Manager is to develop engaging leaders who lead and manage high performing teams.

Key activities since 2020 are:

- the introduction of a performance management process for our 200 senior leaders
- regular engagement and development forums for our senior leaders
- a learning needs analysis of leadership skills
- introduced leadership apprenticeships from level 3 to 7 which 93 leaders are currently completing with University of Derby and DACES
- a new annual employee engagement cycle with a refreshed employee survey, team action planning and engagement forums

2.2.5 Develop the talent pipeline

The focus of the Talent Development team is to enable leaders to identify, attract, develop, and retain talent to deliver a high-performance culture.

Key activities since 2020 are:

- development of strategic workforce plans for priority areas
- undertaken succession planning pilots in all departments
- apprentice levy data processes improved to support departments and align to workforce planning

2.3 Priorities for 2022/23

The following priorities have been identified for delivery in 2022/23:

2.3.1 Develop the individual

- A learning evaluation strategy will be determined so that all future learning interventions are measured against the target outcomes, ensuring there is a return on our investment.

- Learning pathways will start to be developed for priority roles, so that colleagues within those roles understand their learning requirements.

2.3.2 Develop the organisation

- We have commenced the second year of the PDR performance management pilot, to enable a full review and consideration of the expansion of the process to other leaders.
- A further 41 leaders have successfully applied for leadership apprenticeships at levels 3, 5, 6 and 7 which commence in September 2022.
- We are developing an engagement strategy which identifies four key enablers of engagement – strategic narrative, engaging leaders, employee voice and organisational integrity. Plans behind each of the four enablers are being developed.
- A three-phase leadership development programme has been approved and we are currently procuring a provider to design and deliver phase one for all grade 12 and above leaders and all line managers regardless of grade, c. 1,800 colleagues. This will equip leaders with a consistent set of essential core leadership skills, creating a shared language to drive a culture of high performance and embed best practice. The programme will enable our leaders to understand their role in leading their teams within a high-performance culture and support the facilitation of cultural transformation across the Council.

2.3.3 Develop the talent pipeline

- The first talent review process is currently being undertaken for 200 senior leaders which helps prepare the Council for the future by supporting the identification and development of a talent pipeline for business-critical roles. The talent review is the 4th stage of our performance management cycle. It is a structured annual process where leaders calibrate individuals' performance and potential ratings established during the PDR. It provides a mechanism to ensure a consistent approach across divisions and departments and will result in the identification of the Council's high potential employees and a succession plan for senior business-critical roles.
- In order to ensure that the apprenticeship levy is maximised, leaders will be supported to embed apprenticeships into their workforce plans. Frameworks, processes and an evaluation approach will be developed to ensure apprenticeships are an effective talent pathway.
- There will be a range of placement opportunities available over the coming years such as 12-month 'sandwich' university placements, internships, short industry placements as part of T-levels and other post 16 learning and work experience to support education in the county, whilst building the Council's reputation as an employer of choice and building a pipeline of future employees.
- We will develop, lead and coordinate the approach to graduate recruitment and development. A development programme will be created to support graduates at the Council to become future leaders. A Council-wide graduate programme will be developed for the first intake in September 2023.
- We will start to develop clear career paths in difficult to recruit to areas, improving career development and job satisfaction for employees.

3. Consultation

3.1 Extensive consultation on the L&D strategy and operating model took place with stakeholders across the organisation, the L&D team and trade unions.

4. Alternative Options Considered

4.1 To maintain the original L&D operating model which was not the most effective way to support departments to deliver their services.

4.2 To maintain a decentralised budget which would not result in greater transparency or allocated funding according to priority learning needs across the Council.

5. Implications

5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

6.1 None.

7. Appendices

7.1 Appendix 1 – Implications

7.2 Appendix 2 – Learning and Development Strategy

8. Recommendation(s)

That Committee:

- a) Note the work to date in implementing the L&D strategy, operating model and associated implications for the budget.
- b) Receive an update in 6 months on progress including further updates on the Leadership Development Programme.

9. Reasons for Recommendation(s)

9.1 To ensure the Committee are updated on work associated with L&D strategy and planned priorities for 2022/23.

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Appendix 1

Implications

Financial

1.1 As outlined in the report, financial considerations will be considered aligned to the work underway to formulate a centralised organisational learning budget.

Legal

2.1 None identified within the report.

Human Resources

3.1 As outlined within the report.

Information Technology

4.1 As outlined within the report.

Equalities Impact

5.1 Learning is aimed to be accessible to all employees across the organisation and work will continue to ensure equality and inclusion is central to the deployment of the L&D strategy.

Corporate objectives and priorities for change

6.1 The L&D Strategy is a key enabler for deployment of the Council's People Strategy and aligns to the Council Plan.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None identified within the report.

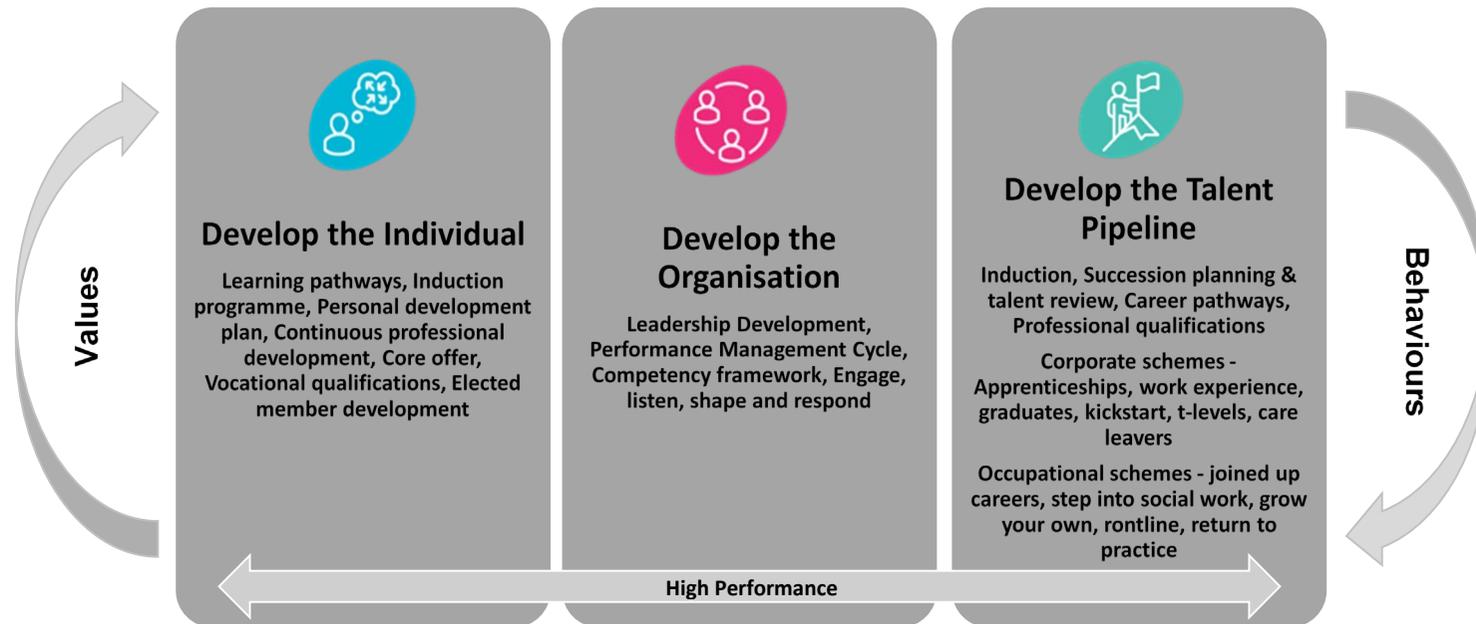
Appendix 2 Learning & Development Strategy

Learning & Development Strategy



Engage, nurture and develop our people and our future potential

We will enable professional development, clear career pathways, a performance culture and succession planning to support the potential, performance and diversity of our workforce.



Learning & Development Strategy



The role of Learning & Development

We will know we have been successful when development is owned by the employee, supported by the manager and enabled by the Learning & Development Team.

Develop the Individual

We support all aspects of learning, including on-the-job, learning from others and formal learning to ensure learning is meaningful and results in practice improvement, effectiveness in role and high performance.

Deliver high quality blended and accessible learning interventions through a combination of professional facilitators and subject matter experts

Quality assure L&D activity and evaluate the impact of learning interventions; aligned to specified learning outcomes

Design innovative, inspiring and flexible learning interventions in partnership with subject matter experts, aligned to our values, behaviours and competencies

Produce strategic L&D plans and learning pathways to meet the current and future learning needs of the organisation

Store learning resources that are accessible for all and easy to navigate

Record all learning interventions, including CPD and provide MI

Develop the Organisation

We develop engaging leaders who lead and manage high performing teams.

Identify behaviours which the Council value and develop a competency framework so that individuals understand what behaviours are expected

Introduce a performance management cycle enabling leaders to monitor, maintain and improve individual's performance; agree goals aligned to the Council/service plan so individuals know what they are expected to achieve and what behaviour will help them achieve it, through regular conversations and gathering feedback

Leadership development programmes and robust management inductions to equip leaders with the skills to engage and motivate their teams and develop aspiring leaders

Provide an employee engagement framework where we engage, listen, shape & respond to employees both at a local, departmental and organisational level

Develop the Talent Pipeline

We enable leaders to identify, attract, develop and retain talent to deliver a high performance culture.

Attract talent into our organisation, showcasing careers and our talent development offer, building partnerships with local education providers

Design corporate and occupational talent schemes and pathways to build pipelines of external talent

New starters and individuals changing roles have a comprehensive induction to ensure effective integration into the organisation and their team so they quickly settle into their role

Identify and develop internal talent through succession planning and talent reviews

Create career pathways and tools to enable career planning

Provide frameworks to support professional development and young people's strategy, utilising apprenticeships where possible